

State of the Union Message  
By the President to a  
Joint Session of the Congress

THE WHITE HOUSE

*January 4, 1965*



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Lyndon B. Johnson

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MR. SPEAKER, MR. PRESIDENT, MEMBERS OF CONGRESS,  
MY FELLOW AMERICANS:

On this Hill which was my home, I am stirred by old friendships.

Though total agreement between the Executive and the Congress is impossible, total respect is important.

I am proud to be among my colleagues of the Congress whose legacy to their trust is their loyalty to their Nation.

I am not unaware of the inner emotions of the new Members of this body tonight.

Twenty-eight years ago, I felt as you do now. You will soon learn that you are among men whose first love is their country, men who try each day to do as best they can what they believe is right.

We are entering the third century of the pursuit of American union.

Two hundred years ago, in 1765, nine assembled colonies first joined together to demand freedom from arbitrary power.

For the first century we struggled to hold together the first continental union of democracy in the history of man. One hundred years ago, in 1865, following a terrible test of blood and fire, the compact of union was finally sealed.

For a second century we labored to establish a unity of purpose and interest among the many groups which make up the American community.

That struggle has often brought pain and violence. It is not yet over. But we have achieved a unity of interest among our people that is unmatched in the history of freedom.

And so tonight, now, in 1965, we begin a new quest for union. We seek the unity of man with the world that he has built—with the knowledge that can save or destroy him—with the cities which can stimulate or stifle him—with the wealth and the machines which can enrich or menace his spirit.

We seek to establish a harmony between man and society which will allow each of us to enlarge the meaning of his life and all of us to elevate the quality of our civilization.

This is the search that we begin tonight.

## STATE OF THE WORLD

But the unity we seek cannot realize its full promise in isolation. For today the state of the union depends, in large measure, upon the state of the world.

Our concern and interest, compassion and vigilance, extend to every corner of a dwindling planet.

Yet, it is not merely our concern but the concern of all free men. We will not, and we should not, assume that it is the task of Americans alone to settle all the conflicts of a torn and troubled world.

Let the foes of freedom take no comfort from this. For in concert with other nations, we shall help men defend their freedom.

Our first aim remains the safety and the well-being of our own country.

We are prepared to live as good neighbors with all, but we cannot be indifferent to acts designed to injure our interests, or our citizens, or our establishments abroad. The community of nations requires mutual respect. We shall extend it—and we shall expect it.

In our relations with the world we shall follow the example of Andrew Jackson who said: "I intend to ask for nothing that is not clearly right and to submit to nothing that is wrong." And he promised, that "the honor of my country shall never be stained by an apology from me for the statement of truth or for the performance of duty." That was this Nation's policy in the 1830's and that is this Nation's policy in the 1960's.

Our own freedom and growth have never been the final goal of the American dream.

We were never meant to be an oasis of liberty and abundance in a worldwide desert of disappointed dreams. Our Nation was created to help strike away the chains of ignorance and misery and tyranny wherever they keep man less than God means him to be.

We are moving toward that destiny, never more rapidly than we have moved in the last 4 years.

In this period we have built a military power strong enough to meet any threat and destroy any adversary. And that superiority will continue to grow so long as this office is mine—and you sit on Capitol Hill.

In this period no new nation has become Communist, and the unity of the communist empire has begun to crumble.

In this period we have resolved in friendship our disputes with our neighbors of the hemisphere, and joined in an Alliance for Progress toward economic growth and political democracy.

In this period we have taken more steps toward peace—including the test ban treaty—than at any time since the cold war began.

In this period we have relentlessly pursued our advances toward the conquest of space.

Most important of all, in this period, the United States has re-emerged into the fullness of its self-confidence and purpose. No longer are we called upon to get America moving. We are moving. No longer do we doubt our strength or resolution. We are strong and we have proven our resolve.

No longer can anyone wonder whether we are in the grip of historical decay. We know that history is ours to make. And if there is great danger, there is now also the excitement of great expectations.

## AMERICA AND THE COMMUNIST NATIONS

Yet we still live in a troubled and perilous world. There is no longer a single threat. There are many. They differ in intensity and in danger. They require different attitudes and different answers.

With the Soviet Union we seek peaceful understandings that can lessen the danger to freedom.

Last fall I asked the American people to choose that course.

I will carry forward their command.

If we are to live together in peace, we must come to know each other better.

I am sure that the American people would welcome a chance to listen to the Soviet leaders on our television—as I would like the Soviet people to hear our leaders on theirs.

I hope the new Soviet leaders can visit America so they can learn about our country at first hand.

In Eastern Europe restless nations are slowly beginning to assert their identity. Your Government, assisted by the leaders in American labor and business, is now exploring ways to increase peaceful trade with these countries and with the Soviet Union. I will report our conclusions to the Congress.

In Asia, communism wears a more aggressive face.

We see that in Vietnam.

Why are we there?

We are there, first, because a friendly nation has asked us for help against the Communist aggression. Ten years ago our President pledged our help. Three Presidents have supported that pledge, and we will not break it now.

Second, our own security is tied to the peace of Asia. Twice in one generation we have had to fight against aggression in the Far East. To ignore aggression now would only increase the danger of a much larger war.

Our goal is peace in Southeast Asia. That will come only when aggressors leave their neighbors in peace.



What is at stake is the cause of freedom and in that cause America will never be found wanting.

### THE NON-COMMUNIST WORLD

But communism is not the only source of trouble and unrest. There are older and deeper sources—in the misery of nations and in man's irrepressible ambition for liberty and a better life.

With the free Republics of Latin America I have always felt—and my country has always felt—very special ties of interest and affection. It will be the purpose of my Administration to strengthen these ties. Together we share and shape the destiny of the new world and in the coming year I hope to pay a visit to Latin America. And I will steadily enlarge our commitment to the Alliance for Progress as the instrument of our war against poverty and injustice in this hemisphere.

In the Atlantic community we continue to pursue our goal of 20 years—a Europe that is growing in strength, unity, and cooperation with America. A great unfinished task is the reunification of Germany through self-determination.

This European policy is not based on any abstract design. It is based on the realities of common interests and common values, common dangers and common expectations. These realities will continue to have their way—especially, I think, in our expanding trade and especially in our common defense.

Free Americans have shaped the policies of the United States. And because we know these realities, those policies have been, and will be, in the interest of Europe.

Free Europeans must shape the course of Europe. And, for the same reasons, that course has been, and will be, in our interest and in the interest of freedom.

I found this truth confirmed in my talks with European leaders in the last year. I hope to repay these visits to some of our friends in Europe this year.

In Africa and Asia we are witnessing the turbulent unfolding of new nations and continents.

We welcome them to the society of nations.

We are committed to help those seeking to strengthen their own independence, and to work most closely with those governments dedicated to the welfare of all of their people.

We seek not fidelity to an iron faith, but a diversity of belief as varied as man himself. We seek not to extend the power of America but the progress of humanity. We seek not to dominate others but to strengthen the freedom of all people.

I will seek new ways to use our knowledge to help deal with the explosion in world population and the growing scarcity in world resources.

Finally, we renew our commitment to the continued growth and the effectiveness of the United Nations. The frustrations of the United Nations are a product of the world that we live in, and not of the institution which gives them voice. It is far better to throw these differences open to the assembly of nations than to permit them to fester in silent danger.

These are some of the goals of the American Nation in the world in which we live.

For ourselves we seek neither praise nor blame, neither gratitude nor obedience.

We seek peace.

We seek freedom.

We seek to enrich the life of man.

For that is the world in which we will flourish and that is the world that we mean for all men to ultimately have.

### TOWARD THE GREAT SOCIETY

World affairs will continue to call upon our energy and our courage.

But today we can turn increased attention to the character of American life.

We are in the midst of the greatest upward surge of economic well-being in the history of any nation.

Our flourishing progress has been marked by price stability that is unequalled in the world. Our balance of payments deficit has declined and the soundness of our dollar is unquestioned. I pledge to keep it that way and I urge business and labor to cooperate to that end.

We worked for two centuries to climb this peak of prosperity. But we are only at the beginning of the road to the Great Society. Ahead now is a summit where freedom from the wants of the body can help fulfill the needs of the spirit.

We built this Nation to serve its people.

We want to grow and build and create, but we want progress to be the servant and not the master of man.

We do not intend to live in the midst of abundance, isolated from neighbors and nature, confined by blighted cities and bleak suburbs, stunted by a poverty of learning and an emptiness of leisure.

The Great Society asks not how much, but how good; not only how to create wealth but how to use it; not only how fast we are going, but where we are headed.

It proposes as the first test for a nation: the quality of its people.

This kind of society will not flower spontaneously from swelling riches and surging power.

It will not be the gift of government or the creation of Presidents.

It will require of every American, for many generations, both faith in the destination and the fortitude to make the journey.

And like freedom itself, it will always be challenge and not fulfillment.

And tonight we accept that challenge.

### A NATIONAL AGENDA

I propose that we begin a program in education to ensure every American child the fullest development of his mind and skills.

I propose that we begin a massive attack on crippling and killing diseases.

I propose that we launch a national effort to make the American city a better and a more stimulating place to live.

I propose that we increase the beauty of America and end the poisoning of our rivers and the air that we breathe.

I propose that we carry out a new program to develop regions of our country that are now suffering from distress and depression.

I propose that we make new efforts to control and prevent crime and delinquency.

I propose that we eliminate every remaining obstacle to the right and the opportunity to vote.

I propose that we honor and support the achievements of thought and the creations of art.

I propose that we make an all-out campaign against waste and inefficiency.

## THE TASK

Our basic task is threefold:

First, to keep our economy growing;

— — to open for all Americans the opportunity that is now enjoyed by most Americans;

— — and to improve the quality of life for all.

In the next 6 weeks I will submit special messages with detailed proposals for national action in each of these areas.

Tonight I would like just briefly to explain some of my major recommendations in the three main areas of national need.

## I. A GROWING ECONOMY

### *Basic Policies*

First, we must keep our nation prosperous. We seek full employment opportunity for every American citizen. I will present a budget designed to move the economy forward. More money will be left in the hands of the consumer by a

substantial cut in excise taxes. We will continue along the path toward a balanced budget in a balanced economy.

I confidently predict—what every economic sign tells us tonight—the continued flourishing of the American economy.

But we must remember that fear of a recession can contribute to the fact of a recession. The knowledge that our Government will, and can, move swiftly will strengthen the confidence of investors and business.

Congress can reinforce this confidence by insuring that its procedures permit rapid action on temporary income tax cuts. And special funds for job-creating public programs should be made available for immediate use if recession threatens.

Our continued prosperity demands continued price stability. Business, labor, and the consumer all have a high stake in keeping wages and prices within the framework of the guideposts that have already served the Nation so well.

Finding new markets abroad for our goods depends on the initiative of American business. But we stand ready—with credit and other help—to assist the flow of trade which will benefit the entire Nation.

### *On the Farms*

Our economy owes much to the efficiency of our farmers. We must continue to assure them the opportunity to earn a fair reward. I have instructed the Secretary of Agriculture to lead a major effort to find new approaches to reduce the heavy cost of our farm programs and to direct more of our effort to the small farmer who needs the help the most.

*Increased Prosperity*

We can help insure continued prosperity through:

- — a Regional Recovery Program to assist the development of stricken areas left behind by our national progress;
- — further efforts to provide our workers with the skills demanded by modern technology, for the laboring man is an indispensable force in the American system;
- — the extension of the minimum wage to more than 2 million unprotected workers;
- — the improvement and the modernization of the unemployment compensation system.

And as pledged in our 1960 and 1964 Democratic platforms, I will propose to Congress changes in the Taft-Hartley Act including Section 14-B. I will do so hoping to reduce the conflicts that for several years have divided Americans in various states of our Union.

In a country that spans a continent modern transportation is vital to continued growth.

*Transportation for Growth*

I will recommend heavier reliance on competition in transportation and a new policy for our merchant marine.

I will ask for funds to study high-speed rail transportation between urban centers. We will begin with test projects between Washington and Boston. On high-speed trains, passengers could travel this distance in less than 4 hours.

II. OPPORTUNITY FOR ALL

Second, we must open opportunity to all our people.

Most Americans enjoy a good life. But far too many are still trapped in poverty, and idleness, and fear.

Let a just nation throw open to them the city of promise:

- - to the elderly, by providing hospital care under social security and by raising benefit payments to those struggling to maintain the dignity of their later years;
- - to the poor and the unfortunate, through doubling the war against poverty this year;
- - to Negro Americans, through enforcement of the civil rights law and elimination of barriers to the right to vote;
- - to those in other lands that are seeking the promise of America, through an immigration law based on the work a man can do and not where he was born or how he spells his name.

### III. TO ENRICH THE LIFE OF ALL

Our third goal is to improve the quality of American life.

#### *Through Education*

We begin with learning.

Every child must have the best education that this Nation can provide.

Thomas Jefferson said that no nation can be both ignorant and free. Today no nation can be both ignorant and great.

In addition to our existing programs, I will recommend a new program for schools and students with a first year authorization of \$1,500 million.

It will help at every stage along the road to learning.



For the preschool years we will help needy children become aware of the excitement of learning.

For the primary and secondary school years we will aid public schools serving low-income families and assist students in both public and private schools.

For the college years we will provide scholarships to high school students of the greatest promise and the greatest need and we will guarantee low-interest loans to students continuing their college studies.

New laboratories and centers will help our schools -- help them lift their standards of excellence and explore new methods of teaching. These centers will provide special training for those who need and those who deserve special treatment.

### *Through Better Health*

Greatness requires not only an educated people but a healthy people.

Our goal is to match the achievements of our medicine to the afflictions of our people.

We already carry on a large program in this country for research and health.

In addition, regional medical centers can provide the most advanced diagnosis and treatment for heart disease, and cancer, and stroke, and other major diseases.

New support for medical and dental education will provide the trained people to apply our knowledge.

Community centers can help the mentally ill and improve health care for school-age children from poor families, including services for the mentally retarded.

*Through Improving the World We Live In*

The City

An educated and healthy people require surroundings in harmony with their hopes.

In our urban areas the central problem today is to protect and restore man's satisfaction in belonging to a community where he can find security and significance.

The first step is to break old patterns—to begin to think, and work, and plan for the development of the entire metropolitan areas. We will take this step with new programs of help for the basic community facilities and for neighborhood centers of health and recreation.

New and existing programs will be open to those cities which work together to develop unified long-range policies for metropolitan areas.

We must also make some very important changes in our housing programs if we are to pursue these same basic goals.

So a Department of Housing and Urban Development will be needed to spearhead this effort in our cities.

Every citizen has the right to feel secure in his home and on the streets of his community.

To help control crime, we will recommend programs:

- – to train local law enforcement officers;
- – to put the best techniques of modern science at their disposal;
- – to discover the causes of crime and better ways to prevent it.

I will soon assemble a panel of outstanding experts of this Nation to search out answers to the national problem of

crime and delinquency, and I welcome the recommendations and the constructive efforts of the Congress.

### The Beauty Of America

For over three centuries the beauty of America has sustained our spirit and has enlarged our vision. We must act now to protect this heritage. In a fruitful new partnership with the States and the cities the next decade should be a conservation milestone. We must make a massive effort to save the countryside and to establish—as a green legacy for tomorrow—more large and small parks, more seashores and open spaces than have been created during any other period in our national history.

A new and substantial effort must be made to landscape highways to provide places of relaxation and recreation wherever our roads run.

Within our cities imaginative programs are needed to landscape streets and to transform open areas into places of beauty and recreation.

We will seek legal power to prevent pollution of our air and water before it happens. We will step up our effort to control harmful wastes, giving first priority to the cleanup of our most contaminated rivers. We will increase research to learn much more about the control of pollution.

We hope to make the Potomac a model of beauty here in the Capital, and preserve unspoiled stretches of some of our waterways with a Wild Rivers bill.

More ideas for a beautiful America will emerge from a White House Conference on Natural Beauty which I will soon call.

## Art and Science

We must also recognize and encourage those who can be pathfinders for the Nation's imagination and understanding.

To help promote and honor creative achievements, I will propose a National Foundation on the Arts.

To develop knowledge which will enrich our lives and ensure our progress, I will recommend programs to encourage basic science, particularly in the universities—and to bring closer the day when the oceans will supply our growing need for fresh water.

## IV. THE GOVERNMENT

For government to serve these goals it must be modern in structure, efficient in action, and ready for any emergency.

I am busy currently reviewing the structure of the entire executive branch of this government. I hope to reshape it and to reorganize it to meet more effectively the tasks of the 20th century.

Wherever waste is found, I will eliminate it.

Last year we saved almost 3 billion 500 million dollars by eliminating waste in the National Government.

And I intend to do better this year.

And very soon I will report to you on our progress and on new economies that your Government plans to make.

Even the best of government is subject to the worst of hazards.

I will propose laws to insure the necessary continuity of leadership should the President become disabled or die.

In addition, I will propose reforms in the Electoral College—leaving undisturbed the vote by States—but making sure that no elector can substitute his will for that of the people.

Last year, in a sad moment, I came here and I spoke to you after 33 years of public service, practically all of them here on this Hill.

This year I speak after 1 year as President of the United States.

Many of you in this Chamber are among my oldest friends. We have shared many happy moments and many hours of work, and we have watched many Presidents together. Yet, only in the White House can you finally know the full weight of this office.

The greatest burden is not running the huge operations of Government—or meeting daily troubles, large and small—or even working with the Congress.

A President's hardest task is not to *do* what is right, but to *know* what is right.

Yet the Presidency brings no special gift of prophecy or foresight. You take an oath, you step into an office, and you must then help guide a great democracy.

The answer was waiting for me in the land where I was born.

It was once barren land. The angular hills were covered with scrub cedar and a few large live oaks. Little would grow in that harsh caliche soil of my country. And each spring the Pedernales River would flood our valley.

But men came and they worked and they endured and they built.

And tonight that country is abundant; abundant with fruit and cattle and goats and sheep, and there are pleasant homes and lakes and the floods are gone.

Why did men come to that once forbidding land?

Well, they were restless, of course, and they had to be moving on. But there was more than that. There was a dream—a dream of a place where a free man could build for himself, and raise his children to a better life—a dream of a continent to be conquered, a world to be won, a nation to be made.

Remembering this, I knew the answer.

A President does not shape a new and personal vision of America.

He collects it from the scattered hopes of the American past.

It existed when the first settlers saw the coast of a new world, and when the first pioneers moved westward.

It has guided us every step of the way.

It sustains every President. But it is also your inheritance and it belongs equally to all the people that we all serve.

It must be interpreted anew by each generation for its own needs; as I have tried, in part, to do tonight.

It shall lead us as we enter the third century of the search for “a more perfect union.”

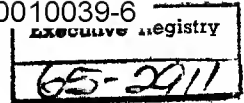
This, then, is the state of the Union: Free, and restless, growing, and full of hope.

So it was in the beginning.

So it shall always be, while God is willing, and we are strong enough to keep the faith.

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21 May 1965

MEMORANDUM FOR THE RECORD

SUBJECT: Meeting of the President's Foreign Intelligence Advisory Board  
2:30 p.m. - 21 May 1965 - Room 297 EOB

PRESENT: Chairman Clark Clifford; Honorable Robert Murphy, Dr. Langer,  
Honorable Gordon Gray; Dr. Edwin Land; Dr. William Baker;  
Honorable Frank Pace; Permanent Secretary Patrick Coyne and  
Mr. Coyne's assistant.

Chairman Clifford opened the conference with the statement that for this particular meeting of the PFIAB, there would be a one-day session. Normally it would be a two-day session. He went on to say that <sup>at</sup> this particular meeting the Board desired to brief the DCI on the Board's manner of operations and each member of the Board would bring out items which he would like the DCI to consider and reflect on, with appropriate action as he deemed advisable.

HONORABLE CLARK CLIFFORD

1. Mr. Clifford requested that DCI designate a point of contact with CIA for Mr. Pat Coyne. He noted that Mr. Richard Helms had been this point of contact and, by copy of this memorandum, Mr. Helms is hereby requested to designate the point of contact and prepare a letter for DCI signature to the Chairman, PFIAB, with copies to members of the Board and to Mr. Pat Coyne.
2. The Board will make inspection trips around the world on occasion to see first hand the operations of the Intelligence Community.
3. From time to time PFIAB would request information and reports from CIA and expressed hope that these would be promptly submitted.
4. Annual reports from DCI and CIA are to be submitted to the Board as is now being done.
5. PFIAB is to be considered a help to the DCI and this was emphasized on several occasions.
6. PFIAB is particularly interested in the quality of intelligence and they are pleased to note improvement, but there still remain areas where improvement is needed and they would make these known to the DCI.

CLARK CLIFFORD FILE PFIAB - )



HONORABLE ROBERT MURPHY

1. Spoke of the normal intelligence gathering activities (overt) and of covert activities. Pointed out that in the normal overt intelligence activities there were some [redacted] and that [redacted] was being expended.

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He further pointed out that since 1930 Communist activities have initiated new and ever-increasing intelligence efforts. He went on to point out that covert intelligence efforts by scientific means had grown considerably. Infact there could be an over-emphasis on the scientific methods with neglect of more normal methods, that is, deep cover agents. He pointed out a glaring example of this deficiency when it was disclosed [redacted] He again re-emphasized that one good agent was worth almost any amount of scientific intelligence gathering equipment and he hoped that CIA would place greater emphasis on under-cover intelligence agents and he would like to see a review of our general program for this.

community

2. He pointed out that/counterintelligence was a weak area in U.S. intelligence activities and also hoped that DCI would outline his plans for improving this.

3. Another deficiency in CIA and DCI's performance was the lack of coordination with the FBI, particularly in the areas of collaboration in FBI efforts with diplomatic corps in Washington and elsewhere in the U.S. and with personnel of the United Nations. He would like to see our plans for improvement in this area.

DR. LANGER

1. Began his discussion which seemed to center around the handling in intelligence in crises. His remarks took up the following items:

a. He felt that the work of pure estimating and analyses of intelligence information was on a fairly firm basis. He pointed up the fact, however, of the perennial great question of how do you get it to the "right" people promptly and in sufficiently abbreviated and informative form and still have the reports adequately coordinated. As examples he pointed out that such prompt reporting of sufficient highlightings for top administrative leaders was quite deficient in the Cuban, Berlin Wall and Tonkin Bay situations. He emphasized there was adequate material

~~SECRET~~

available and evaluated but somehow these were not highlighted and positively brought to the attention of higher authorities in a timely way.

b. He thought that the Watch Committee was a good device but is it really doing its job? I gathered that he felt that the reports were fairly sterile and there was no mechanism for really "alerting" higher authorities in a positive manner to see forthcoming events which were likely to happen.

c. He thought that the Santo Domingo situation was fairly well handled but still the main problem of bringing to highest authority in a prompt way evaluated and unevaluated information, and have such properly identified, was a matter of highest priority importance.

HONORABLE GORDON GRAY

1. Counter intelligence is still uppermost in his mind in importance. He felt that DCI should look into this matter and analyze the plans for improvement in this area.

2. He pointed out that DIA, NRO, etc., were recommendations of the PFIAB and that he hoped that the Board would continue to make suggestions for organizational improvements in the future.  
rather than CIA

3. That SecDef is looking to the head of DIA/for information which is normally outside DIA's normal charter. The significance of this remark could be that CIA or other members of the Intelligence Community were deficient in providing information, although the DCI is not sure of this point.

4. DIA appears to be functioning well. It reviews over-all operational collection requirements and approves the requirements prior to submission to SecDef.

5. He pointed out that DIA had provided guidance for uniform collection of intelligence for the military and had markedly reduced the number of directives which the individual military services had in existence for this effort.

within the military establishment

6. DIA provides a single source/for DCI to procure collection guidance (presumably for DoD intelligence work?).

7. He pointed out that there should be an improvement in the processing of analyses and hoped that the DCI would investigate current status and plan for improvements.

25X1

9. Each country should have a single collection plan through which others would work.

25X1 10. Pointed out that the Defense Attache system involved expenditure of about [ ] for all of the world.

25X1

12. The ELINT collection effort was a matter of concern to him. He pointed out that DIA had gotten into this and cut down on manned aircraft flights, reducing requirements, but asked DCI to investigate if this reduction was sufficient.

13. DIA production center should be visited by DCI.

14. DIA building may be sponsored by PFIAB and this item is currently in the Fiscal Year '66 budget.

DR. EDWIN LAND

Comments by Dr. Land, general subject of scientific collection of intelligence.

1. Pointed out that the various collection efforts, CORONA, U-2, etc., were created by rather informal arrangements and prior to the establishment of the PFIAB. He complimented them on their excellence of conception and performance.

2. There were two questions of concern to him:

a. Can there be a correspondingly imaginative effort made in the future?

b. Are there adequate organizational mechanisms now existent to realize subpara a. above; i.e., NRO handled by Air Force and not really a national organization?

He pointed out that the original NRO was conceived of as a "national" effort but that it did not quite work out that way. It appeared to him that the current effort is working excellently. However, there were tensions existent between CIA, DOD, etc. PFIAB wants to offer its help in correcting, if possible, the NRO situation.

3. He pointed out there were "protective" activities for OXCART and that this general effort was not going along as fast as desirable. He believes the tensions are keeping us from capitalizing on the talent available due to the "social" differences and divergencies. He expressed the hope that DCI would exercise his leadership to promptly correct this situation.

DR. WILLIAM BAKER

Dr. Baker's comments seemed to center around "Signal Intelligence Communications"

1. SIGINT offers a source of good intelligence for movements all over and outside the world. He would like to see our plans for improvement of this effort over the years to come.

2. Magnitude of this effort indicated that there were some  people around the world engaged in it, and  year being spent. 25X1 25X1

3. He felt that the Communications Panel was a source of great assistance and hoped that they would be used to an even greater extent.

4. SIGINT was an increasing source of importance for intelligence sources.

25X1

6. DCI has a really big job in safeguarding these kinds of activities and he would like to have my thoughts on how we could improve this.

25X1

ELINT Activities:

1. He felt that the combination of analytical activities of ELINT, COMINT, SIGINT, was a good thing.

2. CIA appeared restless about NSA. He went on to say that ELINT analysis should be in real time.

3. That there were considerable organizational and administrative problems in NSA, which is a "national" effort. It was operated by DoD which makes it somewhat difficult to really be national in nature.

HONORABLE FRANK PACE

Expressed interest in budgetary and audio surveillance areas:

1. Audio information can be used readily.

2. There should be more support before a real breakthrough can be had scientifically.

proposed

a. DCI moved promptly and properly with organization and increased emphasis back in 1962. From that point on, however, this effort steadily deteriorated.

b. Present DCI should study and see what should be done.

BUDGET MATTERS

Budget now is about

25X1

~~SECRET~~

(Frank Pace - Budget Matters, contd.)

1. There should be more effective planning and if necessary a reduction in budget. He felt that attention to the budget, however, could bring about improved effectiveness over all. Forced elimination of the lowest priorities and emphasis on matters of highest priority. Budget matters can help and Mr. Pace offered his detailed assistance in improvement of the way the budget is handled and its application to intelligence work.

MR. CLIFFORD - - Closing remarks

1. He felt there was still a lack of coordination of intelligence agencies and this was a ~~continuing~~ <sup>continuing</sup> great problem.

2. There should be a top controlling force which is not yet in existence.

3. DCI is that man. PFIAB wants to enhance DCI's authority and coordination capabilities.

4. Importance of this to PFIAB is highest and DCI is requested to inform them how they can strengthen him in this role. DCI is further requested to inform them how he can effect such coordination.

5. Pointed out there is some basis for all to agree as to the proper means to effect such improvement in DCI's role and he hoped DCI would feel he is a partner in this.

6. He further pointed out DCI should be closer to the President. It was his view that the DCI should see the President daily.

7. Pointed out the President's Daily report could be improved and asked DCI to be sure that the items for the President's attention were highlighted and that the President understood the significance of the items. For example, he pointed out the [ ] report in the "Daily Brief" [ ] [ ] apparently was not really understood by the President and hoped that we might come up with some good ideas of how this can be improved..

25X1

8. Inquired as to how DCI and the President could get closer on intelligence communications.

9. Expressed the view that clandestine intelligence activities around the world was a matter of highest urgency to PFIAB. It could provide the greatest dividends and he hopes the DCI will review the status of this and be sure to include it in his planning activities.

DIRECTOR OF CENTRAL INTELLIGENCE

1. DCI then was offered an opportunity to make some remarks.

2. DCI pointed out that he clearly understood the necessity for long-range planning for the Intelligence Community and briefly outlined the present evaluation of a "15-year plan" for the Intelligence Community which he had asked CIA to take the lead in preparing. *(See memo in PCG #5, dtd 22 May 6, re 15-year plan)*

3. He further commented on his closeness in working with the President in intelligence matters and mentioned the almost daily contacts commencing with the first one over the "red" phone about an hour after he, DCI, got to his office after being sworn in, which was about 5:00 o'clock on Wednesday, April 28th. He pointed out that this communication was a

25X1

5. DCI then spoke for a few minutes about his recognition of his duties to coordinate the Intelligence Community and the necessity for a staff like CIA to provide him with this most necessary capability.

SECRET

6. DCI then commented briefly on the NRO situation. He remarked that he had received several briefings from several sources, each purporting to be "an unbiased history of the Civil War from the Southern point of view." DCI went on to say that he had not yet received the full picture but that in due time he would be prepared to make recommendations to PFIAB and he would most earnestly solicit their assistance. DCI commented also once he had come to these conclusions, he would be most unswerving in his efforts to effect these conclusions.

7. This concluded the DCI's remarks, the time then being about 4:45 p.m. The leave-takings were taken, and all appeared to be in good humor. The DCI then departed and the Board remained behind, presumably for an Executive Session.

8. All in all it was a most helpful and constructive meeting from DCI's point of view and it is hoped that this will provide insight and a better understanding for improvement in our relations with this most important body.

The Executive Director, Mr. Kirkpatrick, is hereby requested to coordinate the following :

Copy of this memorandum to be provided appropriate CIA personnel with request for action in the preparation of plans, reports and comments to the DCI.

WFR/mfb

Orig	DCI PFIAB file	cc: D/NIPE
1cc	DCI PFIAB file	DD/I
1cc	DDCI	DD/P
3cc	ExDir for follow-up action	DD/S
		DD/S&T



**RECOMMENDATIONS OF THE PRESIDENT'S  
FOREIGN INTELLIGENCE ADVISORY BOARD  
SINCE ITS APPOINTMENT BY PRESIDENT KENNEDY**

2 July 1961

1. Redefining the role of the Director of Central Intelligence (not formally approved or submitted). Eight parts.

- a. DCI as chief U. S. intelligence officer and coordinator.
- b. Deputy Director to run day-to-day CIA operations.
- c. DCI to be associated with Executive Office of President.
- d. DCI to participate with Bureau of Budget in reviews.
- e. DCI oversee flow of intelligence to White House.
- f. DCI serve as Chairman of USIB and President's representative.
- g. DCI take estimators to Executive Office with him.
- h. DCI to have staff to review intelligence effort.

2 July 1961

2. Internal organization of CIA (not formally approved or submitted).  
Six parts.

- a. Achieve deeper cover for clandestine or covert.
- b. Separate clandestine from overt.
- c. Locate Clandestine Services in another city.
- d. Improve quality of personnel and reduce turnover.
- e. Eliminate covert projects of low potential.
- f. Give emphasis to collection of hard intelligence.

25X6

2 July 1961

4. Create means for early warning of cold war crisis situations.

**SECRET**

2 July 1961

5. Further strengthen NSA by legislation, control by OSD, control of ELINT, review requirements, support NSA needs.

2 July 1961

6.

2 July 1961

7.

2 July 1961

8. The President should oppose any Congressional investigation or a Joint Congressional Committee on Intelligence (not formally approved or submitted).

2 July 1961

9. The President should not be publicly identified with covert programs (not formally approved or submitted).

2 July 1961

10. It should be the policy to reduce the visibility of all intelligence activities and organizations; no speeches; fewer Congressional hearings (not formally approved or submitted).

2 July 1961

11. State, Defense and CIA should report on the status of implementation of recommendations of the Joint Study Group.

2 July 1961

12. The President should help restore confidence in the CIA (not formally approved or submitted).

SECRET - 2 -

**SECRET**

18 July 1961

13. A review should be made of the feasibility of moving CIA into the new building.

18 July 1961

14. The Special Group should review all covert authorizations now in effect.

4 October 1961

15. USIB should review the collection, coordination and analysis of scientific and technical intelligence on the Soviet Bloc.

4 October 1961

16. To DOD.

4 October 1961

17. To Chairman, Special Group.

4 October 1961

18.

4 October 1961

19.

4 October 1961

20. DCI should submit a detailed report on the protection of intelligence sources and methods.

4 October 1961

21.

**SECRET**

4 October 1961

22.

4 October 1961

23.

17 October 1961

[Redacted]

17 October 1961

25.

11 January 1962

[Redacted]

25X1

20 January 1962

27. Review of intelligence activities in the Middle East.

1. Achieve increased effectiveness in collecting, reporting, communications, and assessment of political intelligence.

25X1

[Redacted]

2. DCI and JCS review validity of JCS requirements on CIA for wartime.

**SECRET**

**SECRET**

20 January 1962, Recommendation 27 (con't)

3. DOD review service attache system.
  - a. Determine whether to adopt a single attache system.
  - b. Extend tours of duty from two to three years.
  - c. Insure foreign language training.
  - d. Staff attache offices in best way.
  - e. Insure most efficient allocation of aircraft to service posts.
4. DOD review CRITICOM.
5. DCI insure adequate guidance to Ambassadors and Station Chiefs on covert actions.
6. President's Board Communications Panel determine if NSA distribution timely.
7. USIB determine adequacy of criteria for selection of SIGINT collection facility and grounds for selection of target.
8. Improve communications capability [ ] 25X1
9. Remove Army Attache post in [ ] from hardship category. 25X1
10. Improve clandestine collection coordination in [ ] 25X1
  - a. NSA review CIA's SIGINT effort in [ ] 25X1
  - b. [ ] make intelligence available to Embassy.
  - c. [ ] should be useful to CIA.
  - d. State and CIA review handling of political intelligence.
  - e. State and CIA insure proper apportionment of CIA and State officers in political action.
11. DCI should emphasize covert actions in [ ] 25X1
  - a. [ ] 25X6
12. [ ] 25X6
  - a. Excess personnel of CIA should be reassigned. 25X6
13. [ ]
  - b. Air Force should assign an officer with jet fighter experience.
14. Examine SIGINT relations with [ ] 25X1
  - a. [ ] make intelligence available to Embassy.
  - b. Improve communications with [ ] 25X1

**SECRET**

20 January 1962

28. Urged highest priority for intelligence on Soviet ICBM capability through advanced intelligence collection systems.

20 January 1962

29. Serious breaches of security in CORONA and OXCART programs.

- a. Reduce numbers granted access.
- b. Periodic security reindoctrinations.

20 January 1962

30.

20 January 1962

31. Re-examine status of DCI to determine if his relative position and salary are appropriate.

20 January 1962

32.

20 January 1962

33.

26 June 1962

34. Strengthen NSA by giving it supervision over all types of SIGINT collection and processing.

25X1

26 June 1962



~~SECRET~~

26 June 1962

25X1 36. USIB should make an early appraisal of intelligence collection potential of the [ ] Secretary of Defense should make a decision on its future.

1 August 1962

Hanson Baldwin article, "Russian Missiles Guarded by Concrete Installations", 26 July 1962.

- a. Call special meeting of NSC.
- b. Take drastic disciplinary action.
- c. Establish policy and procedures for talking to press.
- d. Identify and list areas of high sensitivity.
- e. Reduce number of estimators dealing with high sensitivity.
- f. Create means to investigate leaks.
- g. Create a policy on intelligence disclosures to Congress.
- h. Develop official secrets legislation.
- i. Make intensive review of classification policies and procedures.

5 October 1962

Review of U. S. intelligence activities in Southeast Asia and Far East.

- a. Strengthen intelligence elements of DIA and unified commands at expense of services and component commands.
- b. Guidance from DIA to unified commands should be directed toward an integrated effort.
- c. Consolidate SSD networks in order to save money, use fewer personnel, reduce duplicative data, improve security.
- d. Accelerate [ ]
- e. Consider resumption of demotion in South Vietnam.

25X1

19 October 1962 (Subsidiary recommendations not in 5 October report)

1. NSA clarify mission of Pacific representative.
2. DOD stagger rotation schedules of Army intelligence advisers to Vietnamese.

19 October 1962 (con't)

[REDACTED]

25X1

1. DCI and Director/DIA increase lateral exchanges in South Vietnam.

5. DIA consider increasing tour of service attaches in Bangkok from two to three years.

[REDACTED]

[REDACTED]

8. DIA assure maximum use made of intelligence potential of MAAGs and JUSMAGs.

9. DIA assure maximum utilization made of service attaches.

10. DIA reduce time for sensitive security clearances.

11. State explore possibility of giving Ambassador regional intelligence evaluations.

12. State put another officer in political section in Bangkok to analyze internal political matters.

13. CIA convince [REDACTED] to establish an effective central intelligence organization.

28 December 1962 (Cuba Build-up)

[REDACTED]



**SECRET**

28 December 1962 (con't)

5. Refer collection techniques opposed on grounds of risk to President.
6. Assign high priority to photography against camouflage.

4 February 1963

8 March 1963

1. USIB plans give attention to Soviet intention to stay in Cuba.
2. Discover terms of agreement between Castro and USSR.
3. Intensify improvement of clandestine collection in Cuba.
4. Resume development of long focal length cameras for use in U-2; agent on-the-ground photography.
5. Priority planning for substitutes for aerial reconnaissance.
6. Major clandestine agent effort against signals intelligence.
7. Refer to President collection efforts opposed on grounds of risk.
8. Keep policy officials advised of operational delays.
9. Plans for handling simultaneous emergencies.
10. Ensure restrictions on dissemination not harmful.
11. Integrated assessment of indicators; data processing techniques.
12. Improve national intelligence estimates.
13. Strengthen technical capabilities.
14. Adopt NRO agreement.

**Page Denied**

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APPROVAL	DISPATCH	RECOMMENDATION	
COMMENT	FILE	RETURN	
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